UNITED NATIONS
ECONOMIC AND SOCIAL COUNCIL

Distr.
LIMITED

E/ECA/PAM/PAM/PSM/85/4
December 1985

Original: ENGLISH

ECONOMIC COMMISSION FOR AFRICA

REPORT ON THE NATIONAL TRAINING WORKSHOP IN PROCUREMENT AND SUPPLY MANAGEMENT HELD AT THE KENYA INSTITUTE OF ADMINISTRATION (KIA) IN NAIROBI(KENYA)

From 25 November 1985 to 13 December 1985

1. Introduction

At the request of the Kenya Government a national training workshop in procurement and supply management was held at the Kenya Institute of Administration (KIA) in Nairobi from 25 November 1985 to 13 December 1985. A few days earlier Mr. Ismail of the Public Administration, Management and Manpower Division arrived in Nairobi to finalise arrangements with the senior officers in the Kenya Treasury and the Personnel Management Division of the Office of the President and to make sure that preparations were complete. Mr. Ismail was joined on the ECA side by Mr. B.D. Bhatia, the ECA consultant in Procurement and Supply Management. On the Kenya side were:

1. Mr. B.M. Waciira, Head of the Supplies Services in the Treasury
2. Mr. Francis G.M. Ngindi, Supply Services, Treasury and
3. Mr. Joseph Rwaro, Kenya Institute of Administration

2. Nature of the Workshop

The participants were drawn from various Government Ministries, Parastatals and Kenyan Private Organizations. In addition, three participants came from the Ethiopian Petroleum Corporation.

The workshop was part of the ECA project entitled "Consultancy and Training Services in Procurement and Supply Management in Africa" which is funded by the Government of India. A list of the participants and their organisations is enclosed for ready reference.

3. Objectives of the Workshop

The objectives of the workshop as repeatedly enunciated and stressed by the Project Officer and the consultant during the course of the lectures, discussions in the lecture room as well as informally, were:

(i) to introduce participants to the concept, responsibilities and functioning of an integrated materials management as is now widely known, accepted and practised in the modern business and corporate fields;

(ii) acquaint participants with the broad outlines of the organizational structure of the various aspects of a modern materials management department based on practical experience;

(iii) to endeavour to develop in participants the capacity and capability to assimilate, introduce and/or adapt new thoughts and ideas in the various aspects of the materials management field in their day-to-day work and problems;

(iv) to bring to the knowledge of the participants modern techniques, methods and systems including mathematical formulae to control the investment in the stores inventories and allied functions of procurement and stores services to user departments;

(v) above all, to impress upon the participants the financial considerations and economic aspects of rendering a good materials service to the user departments to reach their objectives of production and operations as laid down by their own managements;

(vi) and finally to motivate the participants and to instil in them a desire and an urge for self-development and hopefully self-advancement by constantly learning and applying new ideas in their field of work.

4. Participants

24 participants were drawn from

(a) various Government Ministries (Treasury, Agriculture, Water Resources, Works and Housing, Transport and Communications, Health, Department of Defence (Office of the President) etc, etc;

(b) Parastatals (Kenyan Railways, National Youth Service, Kenya Commercial Bank, Central Bank of Kenya);

(c) Private sector (B.A.T. Kenya Ltd., Kenya Breweries Ltd. and East Africa Industries); and

(d) three participants from Ethiopian Petroleum Corporation thus making the qtoup a well represented homogenious one. The level of the participants in the hierarchy of the Kenya public service was fairly high, some of them being directors of departments. Off and on there were observers from the Kenyan Institute of Administration apart from the regular course co-ordinators from K.I.A. and the Treasury (Supply Services).

5. Summary of Workshop

(i) The official opening session

Attending the opening session were;

(a) Mr. NTHENGE, Head of Budget - Treasury Government of Kenya who officially opened the workshop;

(b) Mr. ISMAIL A. Ismail, representing the Executive Secretary of Economic Commission for Africa and the Director of PAMiD, Dr. Sadig Rasheed;

(c) Mr. B.M. WACIIRA, Head of the Supply Services at the Treasury, Government of Kenya;

(d) Mr. KIMURA, Principal Kenyan Institute of Administration (KIA) and Departmental Heads of the KIA;

(e) Members of the organizing committee;

(f) Mr. B.D. Bhatia, the Consultant of India; and

(g) the participants.

In his brief statement Mr. Ismail welcomed the participants on behalf of ECA and expressed his hope that with this close collaboration between ECA and the Government of Kenya the training workshop on Procurement and Supply Management (for which funds have been provided by the Government of India) will be a success and the attending participants will benefit both individually and collectively from the deliberations of the workshop and take back with them new ideas and thought for the successful adaptation as and when required and feasible in their organizations. A copy of Mr. Ismail's address is enclosed.

In his opening address Mr. Nthenge emphasized the importance of the modern materials manager and exhorted the participants to discard the old thinking about simple and passive storekeeping which is the only facet generally associated with supplies management. He exhorted the attending participants to utilize this opportunity individually and collectively, to get the maximum out of the lectures, discussions, films etc. during the three weeks.

(ii) Organization of the Workshop

The workshop was basically organized into four parts.

(a) The class room instructions - lectures and group discussions primarily organized and delivered by the consultant on the concept, theory and practice of various aspects of Materials Management with examples from personal experiences in different parts of the world. These class room lectures were supplemented by five local resource persons as follows;

- Mr. OGUTU NICHOLAS SEBASTIAN, covered the subject of "Supplies Inspectorate";
- Mr. SILVANO MUTUKU MATIVO, covered "Training and Development";
- Mr. ANDREW A. WANYANDEH covered "Import Management";
- Mr. P.A. GACHERU, lectured on "The Role of the Government Computer Centre"; and
- Mr. ESHWANI spoke on "The Legal Aspects of Purchasing".

(b) Films on General Management;

(c) Field visits to:

- The Kenyan Standards Bureau
- The Government Coast Agency and Kenyan Ports Authority both at Mombassa
- The Bambuhri Portland Cement Co. Ltd. Mombassa
- The Kajado district water project

(d) Syndicates and Group exercises and presentations.

(iii) Programme Content

The theoritical, practical and functional aspects of procurement and supply management, inter alia, covered the following major topics:

- The evolution, necessity and importance of Materials Management
- Functional responsibilities and organizttion of a typical materials Department
- Procurement objectives, functioning and planning
- Procurement code of ethics, methods systems and control including tendering. Buyer - seller relations, Buyer-Seller problems and Buyer-Seller Co-operation
- Procurement - foreign and local Types of Purchase orders
- Indigenous Development and local market research
- Inventory control - necessity, Techniques, Methods and Systems including modern mathematical formula, Economic order quantities and monetary considerations
- Obsolescence of stores and stock items and possible prevention
- Stocks Recording, Accounting and Reconciliations with Finance
- Stock Check - Perpetual and periodic
- Stores operations: planning and layout, receiving and inspection co-ordination, handling and storage, preservation and upkeep, safety and security precautious, issues and delivery, salvage and scrap disposals
- Selection and Recruitment; Training and Development - Materials Staff
- Standardization, Classification and Coding
- "Supplies Inspectorate - Government of Kenya"
  Paper submitted by Guest Lecturer Mr. OGUTU NICHOLAS SEBESTIAN Chief, Supplies Officer, Ministry of Finance, Government of Kenya, Nairobi

- Development and Training Supplies Professionals - paper submitted by Mr. SILVANO MUTUKU MATIVO
- "Import Regulations and Policies in relation to Procurement and Materials Management", paper read by Mr. ANDREW A. WANYANDEH, Ministry of Commerce, Government of Kenya, Nairobi
- "Role of the Government Computer Centre", paper presented by Mr. P.A. GACHERU, Government Computer Services, Treasury, Government of Kenya, Nairobi
- Legal Aspects of Purchasing" (Transactions of Purchase and Supplies under the sale of Goods Act)

Paper presented by Mr. ESHWANI, Lecturer, Kenya Institute of Administration Nairobi, Kenya.

Presentation and discussions on these topics emphasized the function, sub-functions and the role played by each section in an integrated manner with the ultimate view of providing a materials service - an economic service with the overall goal to ensure that the objectives planned by any organization in the Government, Parastatal or Private Sector are timely fulfilled.

It was also repeatedly emphasized that the application and adaptation of any of these modern concepts, methods and techniques must generally conform to and overall be within the parameters and policy guidelines laid down by relevant authorities. This is, as was repeatedly stressed, all the more true in the context of Government Ministries public enterprises and parastatals.

(iv) Group Assignment

The assignemnt given to the groups consisted of their comparison of the concept and organizational set up of the Modern Materials Management function as presented and as discussed and the participants existing organizations and their submission and presentation of a suitable organization.

For this group assignment the participants were grouped into

- Government Ministries
- Parastatals
- Private Enterprises
- Ethiopian Petroleum Corporation along with a few Government Ministries

The respective submissions and the consequent discussions were very lively and produced a good deal of thoughts and ideas for possible adaptation.

Field Visits

- Field visits to Mombasa lasting four days including two days of travelling time up and down by road covered

  (a) visit to Government Coast Agency responsible for shipping and customs clearance for all Government Ministries at Mombasa Port

  (b) Visit to Mombasa Port Authority and a walk through the shipping berthing area and unloading of cargo

  (c) Visit to Bhumari Portland Cement Company's plant and stores

In all the above cases Senior Persons incharge of the organization welcomed the group and explained their operations particularly in the context of the Procurement and Supplies Management.

The participants had the opportunity to see for themselves the working of the stores, lay out, existing systems of stores issues and control etc.

- Full day visit to Kenyan Standards Bureau was also very useful. Apart from a general introduction to the Bureau's working and control systems, the participants were taken round the various laboratories and workshops where the technical specifications covering a variety of items in use in the country are constantly checked and evaluated and the necessary remedial actions taken.

- One day visit to KAJADO District, Gong Division - water works project was not very relevant to procurement and supply management work but was generally well enjoyed by all as a number of the Kenyan participants had never had the opportunity to visit this type of district project.

Results

Besides providing participants with valuable information, skills, knowledge, new methods, techniques and systems practised in modern materials management the workshop attempted to achieve four major results. Firstly, the workshop brought greater awareness as to the importance and necessity of materials management function and the understanding and place of this function in broad organizational sense. Secondly, it brought home to the participants the economic aspects and monetary considerations involved in reviewing and decision-making at all levels in the hierarchy, be it in inventory control, purchasing or in stores layout, planning and preservation and upkeep. Thirdly, it gave participants an opportunity to exchange views and compare notes in the class room discussions; question and answer sessions and also in informal small group discussions during coffee, lunch and dinner breaks.

Finally, as was quite apparent towards the end of the workshop, the professional development and understanding of the participants were enhanced as they started generating new ideas and thoughts for possible utilization and adaptation in their own fields of the activities in the Procurement and Supply Management function, subject of course to their own organizational guidelines and the approval where necessary of their own superiors.

Evaluation

An evaluation form was given out to participants for their completion at the end of the workshop. The form was designed to measure and determine, on an overall basis, the effectiveness of the workshop in terms of:

(a) the relevance of the programme content

(b) effectiveness the instructional methods and techniques used

(c) whether the time allotted was adequate

(d) the utility of the interaction between participants from similar and/or different types of organizations

(e) effectiveness of the group and syndicate exercises

(f) utility and relevance of the field visits

To this evaluation the course co-ordinator from Kenya Institute of Administration added the reaction and evaluation of the participants towards messing, residential and transportation arrangements since the participants were provided residential accommodation and messing in the Kenya Institute of Administration.

Analysis of the returned questionnaires/forms revealed that the participants were generally very gratified in having had an opportunity for attending the workshop and they all said that they have benefitted to a very great extent from this exposure to modern concept, new methods systems and techniques of materials management. However, as in any hetenogeneous group of participants a very small number of participants did not appear to be satisfied on one count or the other. Some participants contend that subjects like stock control were given too much time and importance. Some others contend that subjects like Government computersization services were not relevant.

A number of the participants have expressed the view that more and more syndicate excercises should be organized. And yet on another count some participants have expressed their thinking that among the field visits a Government Stores should be included.

Overall, as has been mentioned earlier the workshop seemed to have contributed considerably towards a much better understanding of the function - an integrated function - and the enhancement of the participants' personal knowledge and development which hopefully and in time will contribute towards personal advancement and greater contribution to the organization they work for or hope to work for in the future.

It is a matter of general comment that most of the participants working in Government organizations have been accustomed to working in well laid out and controlled compartments take rather longer to accept the working of an integrated set up such as the modern Procurement and Supply Organization or Materials Management where responsibility to provide a complete economic service is given and accepted as such.

Some of the participants have also expressed that films shown should reflect the topic or theme of the workshop. This comment was inevitable since the films concerning any aspects of the Procurement and Supply were just not available.

Closing of the Workshop

The workshop was formally closed on Friday, 13th December 1985. The closing ceremony was performed by Mr. KIMURA Principal of the Kenya Institute of Administration who in his brief speech expressed the satisfaction that the workshop was held in the Kenya Institute of Administration where management subjects including Supply Management are being taught. He exhorted the participants to take with them the knowledge gained and endeavour to contribute and put into effect what they had learnt with a view to improving the existing systems of procurement and supply management in their respective organization.

The consultant, representing ECA thanked the Kenyan Government, Kenya Institute of Administration for having the workshop in Nairobi and making all the first class arrangements in all respects.

A representative of the participants, Mr. WAITHAKA also made a statement and expressed on behalf of the participants a vote of thanks to all concerned particularly the catering and administrative staff.

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